Results Commerce Fundamentals Map
Updated 1/27/2015

FOUNDATIONS

MISSION
The Department of Commerce grows and improves jobs in Washington State by championing thriving communities, a prosperous economy and a sustainable infrastructure.

SHARED VISION

VALUES
Collaboration, Quality, Leadership, Meaningful Results, Passion

KEY GOALS

- Entrepreneurial Agency Culture
- Conscientious Stewardship
- Strong Partnerships
- Reliable and Sustainable Infrastructure
- Vibrant Communities
- Growing Economies

CORE PROCESSES

OPERATING PROCESSES

Shaping and Driving Policy OP1	Seeking and Receiving Funding OP2	Developing and Modifying Programs OP3	Funding Programs and Projects OP4	Managing Grants, Loans and Contracts OP5	Managing Services OP6	Closing Out Funding Period OP7

SUPPORTING PROCESSES

Supporting and Developing Our Workforce SP1	Effectively Managing Finances SP2	Leveraging Technology SP3	Communicating Effectively SP4	Proactively Managing Risk SP5	Optimizing Agency Performance SP6

SUB PROCESSES

Shaping and Driving Policy OP1
1. Identifying need/ opportunity
2. Engaging stakeholders
3. Identifying best path forward
4. Following the process of the path selected
5. Completing the chosen path selected
6. Communicating outcomes
7. Evaluating and monitoring

Seeking and Receiving Funding OP2
1. Defining need or opportunity
2. Seeking stakeholder input
3. Seeking funding
4. Seeking internal authorization to develop the ask (application or DP)
5. Preparing plan, application or DP
6. Submitting ask
7. Clarifying information
8. Receiving authorization (award letter or budget)

Developing and Modifying Programs OP3
1. Reviewing requirements, identifying boundaries
2. Identifying and clarifying goals and purpose of the program
3. Developing and modifying policies governing program
4. Developing and modifying procedures
5. Developing or modifying application to potential recipients
6. Developing and modifying contract template
7. Reviewing program design with stakeholders
8. Approving final program design

Funding Programs and Projects OP4
1. Marketing and soliciting applications
2. Providing support to applicants
3. Receiving applications
4. Reviewing and ranking applications
5. Approving funding awards
6. Announcing funding decisions
7. Evaluating application process

Managing Grants, Loans and Contracts OP5
1. Negotiating and executing
2. Monitoring
3. Invoicing and reimbursement
4. Amending
5. Closing
6. Administering loan repayments
7. Supporting recipients

Managing Services OP6
1. Researching and identifying clients
2. Assessing appropriateness of serving client
3. Evaluating needs of client
4. Determining strategy for client
5. Implementing strategy
6. Delivering services
7. Monitoring process
8. Evaluating results

Closing Out Funding Period OP7
1. Identifying reports to be submitted
2. Gathering information from appropriate resources
3. Preparing programmatic and/or financial reports
4. Review and/or certify data
5. Ensuring program is in compliance with closeout requirements and budget objectives have been met
6. Evaluating process for improvements
7. Marketing successes

Supporting and Developing Our Workforce SP1
1. Designing and classifying an organization
2. Recruiting
3. Onboarding
4. Training
5. Managing performance
6. Maintaining employee safety and wellness
7. Planning for succession
8. Off-boarding

Effectively Managing Finances SP2
1. Establishing standard processes, tools and training
2. Developing revenue forecast and spending plan
3. Implementing and monitoring revenues and expenditures
4. Partnering in division level quarterly financial reviews
5. Analyzing and reporting agency financial condition
6. Certifying agency financial information annually

Leveraging Technology SP3
1. Applying IT governance (state and Commerce)
2. Researching new technologies
3. Consulting on IT requests
4. Providing IT help desk support
5. Assessing and mitigating IT risk
6. Developing, implementing, and maintaining business applications
7. Managing IT budget/spending
8. Planning and maintaining computing environment
9. Training
10. Conducting quarterly division service reviews

Communicating Effectively SP4
1. Linking to Commerce Communications Strategy
2. Initiating job (Sharepoint job ticket)
3. Scoping job (guide and consult)
4. Completing work plan: details, deadlines and dollars (submitted to ed cal)*
5. Researching and developing content and collateral (drafts)
6. Reviewing and approving job (final)*
7. Delivering/ publishing job
8. Assessing/ validating process against work plan

Proactively Managing Risk SP5
1. Developing standards for assessing risk
2. Identifying risk
3. Evaluating and assessing risk
4. Addressing and mitigating risk
5. Training related to risk identification, monitoring, and mitigation
6. Monitoring and reviewing risk mitigation plans
7. Reporting results of risk mitigation efforts

Optimizing Agency Performance SP6
1. Shaping agency culture
2. Engaging employees
3. Establishing goals
4. Developing and executing strategic initiatives
5. Allocating resources strategically
6. Standardizing for efficiency
7. Measuring agency performance
8. Improving processes

PROCESS MEASURES / PROCESS OWNER

OP1
a. % of legislative reports submitted after due date

(S) Nick Demerice
(O) Cheryl Smith

OP2
a. % of fiscal notes submitted on time
b. % of capital decision packages included in Governor's 1st budget
c. % growth of competitive funds

(S) Dan McConnon
(O) Cary Retlin

OP3
a. # of new programs where designs are not approved by due date
b. # of new programs developed requiring avoidable revisions to program guidelines, rules within first 6 months
c. % of Commerce programs that have written program guidelines
d. "Modified program" process measure, TBD

(S) Diane Klontz
(O) Bev Emery

OP4
a. Applications reviewed within target timeframe
b. Applications rejected
c. Ease of completing application
d. Submitted applications requiring rework

(S) Diane Klontz
(O) Bruce Lund

OP5
a. % of contracts executed by the target date
b. % of contracts requiring insurance with certificates in compliance
c. % of programs with monitoring plans

(S) Diane Klontz
(O) Mark Barkley

OP6
a. % of managed services programs meeting timeliness goal
b. % of managed services programs meeting customer satisfaction goal
c. % of managed services programs meeting internal rework goal
d. % of managed services Programs reporting on all 3 measures

(S) Mary Trimarco
(O) Rick Torrance

OP7
a. % of financial close out reports submitted on time
b. % of programmatic close out reports submitted on time
c. % of final reports returned
d. % of employee change forms not submitted correctly

(S) Mary Trimarco
(O) Connie Shumate

SP1
a. # of days to complete onboarding checklist
b. Types of turnover
c. # of employee change forms not submitted correctly
d. # of hours of training per ee

(S) Connie Robins
(O) Michaela Doelman

SP2
a. % of Monthly Financial Status Reviews conducted
b. # of Quarterly Financial Status Reviews conducted
c. # of Executive Team financial reviews conducted

(S) Connie Robins
(O) Wendi Gunther

SP3
a. % of late deliveries
b. % of unscheduled service outage hours (downtime)
c. % of completed requests delivered with rework needed

(S) Connie Robins
(O) Bryce Carlen

SP4
a. % of projects not completed in target time
b. % projects with completed scope guide
c. # of projects completed
d. Social media measure (TBD)

(S) Nick Demerice
(O) Penny Thomas

SP5
a. % of projects not completed in target time
b. % of programs with risk assessments
c. % of repeat findings
d. $ of unallowable costs
e. % of staff taking risk related training

(S) Connie Robins
(O) Shanna-Mae Cullen-Oden

SP6
a. % of measures reported on time
b. % of measures in red for >3 quarters
c. % of programs with goals
d. % of process improvements that achieve target
e. % of Core Processes and Outcomes with active measures

(S) Dan McConnon
(O) Rebecca Stillings

OUTCOMES / OUTCOME OWNERS

- **Engaged Employees** — (O) Dan McConnon
- **Optimized Operations** — (O) Connie Robins
- **Engaged Stakeholders** — (O) Nick Demerice
- **Decreased Carbon Footprint** — (O) Dan McConnon
- **Increased Investment in Washington State** — (O) Mark Barkley
- **Equitable Resources for Disadvantaged Areas and Populations** — (O) Nick Demerice
- **Build and Maintain Local Capacity** — (O) Diane Klontz
- **Healthy Economic Climate** — (O) Mary Trimarco

State of Washington Department of Commerce
Innovation is in our nature.

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